

AIDE MEMOIRE

PILOT PROGRAM FOR CLIMATE RESILIENCE AND FOREST INVESTMENT PROGRAM

RWANDA

**JOINT TECHNICAL MISSION
OCTOBER 2 – 6, 2017.**



**AFRICAN DEVELOPMENT
BANK GROUP**



WORLD BANK GROUP

1.0 INTRODUCTION

Rwanda's Expressions of Interest (EOI) to develop the Strategic Program for Climate Resilience (SPCR) for the Pilot Program for Climate Resilience (PPCR) and an Investment Plan (IP) for the Forest Investment Program (FIP) were both approved by the Climate Investment Fund (CIF) in March 2015. The approval made available US\$1.5 million for Rwanda to prepare an SPCR and US\$250,000 to prepare the IP. The grants are executed by the Government of Rwanda.

A Joint Mission led by the African Development Bank (AfDB) and the World Bank (WB) visited Kigali, Rwanda from October 2nd through 6th, 2017. The mission was co-led by Pablo Benitez, Senior Economist (World Bank) and Laouali Garba, Chief Climate Change Officer (AfDB). The AfDB was also represented by Siham Mohamed Ahmed (Natural Resources and Environmental Expert) and the World Bank by Aimee Mpambara (Agriculture Specialist), Emmanuel Muligirwa (Environmental Safeguards Specialist) and Belinda Mutesi (Program Assistant). The mission was joined by members of the Pegasys Strategy and Development team who are developing the SPCR (Ms. Shravya Reddy and Ms. Nura Suleiman and the National Consultants), and members of AESA East Africa Consultants who are developing the FIP (Mr. Patrick Hardcastle and National Consultants).

The mission was received by Dr. Vincent Biruta (Hon'ble Minister, Ministry of Environment). The mission was also coordinated by Mr. Alex Mulisa (FONERWA) and Ms. Teddy Mugabo (FONERWA) on behalf of Mr. Bright Ntare (PPCR Focal Point, Fund for Environment and Climate Change – FONERWA) and Mr. Felix Rurangwa (FIP Focal Point, Rwanda Water and Forestry Agency - RWFA). In addition, the mission met with authorities and technical staff from FONERWA, the Ministry of Environment (MoE), the Rwanda Environmental Management Authority (REMA), the Ministry of Land and Forestry, and a range of key Ministries including the Ministry of Finance and Economic Planning – MINECOFIN that attended a full-day national validation workshop for the SPCR and the FIP. Several Civil Society Organizations and Development Partners were also in attendance at the workshop.

The Mission wishes to express appreciation to the Government of Rwanda for the courtesy they extended and the cooperation they provided. The conclusions and recommendations of the mission are summarized in this Aide Memoire. The mission agenda is included in Annexes 1. Annex 2 presents the list of consulted stakeholders.

Disclosure: The regulations of the Climate Investment Funds require public disclosure of mission Aide Memoires. The disclosure of this Aide Memoire was discussed and agreed with the Government of Rwanda. The Aide Memoire will be publicly disclosed by the CIF Administration Unit.

2.0 MISSION OBJECTIVES

The main objective of the technical mission was to secure validation of the SPCR and IP by critical stakeholders, and to ensure that the two investment plans were endorsed by relevant officials and decision-makers as representing Rwanda's climate resilience investment priorities. Additionally, the goal was to solicit some remaining information and data that would be essential to the completion of the SPCR and FIP as they enter their final stage. Furthermore, this mission aimed for alignment between the SPCR and FIP to the greatest extent possible, and also to ensure that both documents would reflect changed institutional arrangements in Rwanda (given the cabinet reshuffle and ministry restructuring since the last Joint Technical Mission, which took place between August 28th and August 31st, 2017).

3.0 MISSION ACTIVITIES

The team members from the World Bank, the AfDB, the PPCR and FIP consultant teams held a meeting with FONERWA and RWFA to outline the agenda for the week, and to agree on a common approach to

promote coordination between the SPCR and FIP. The other objective of the team meeting at the outset of the mission was to determine an agenda for the National Validation Workshop, and assign roles and responsibilities. The MDBs also took the opportunity to highlight to the consulting teams a few important areas where the SPCR and FIP zero drafts (submitted at the end of August 2017) needed modification.

A full day was set aside for the National Validation Workshop for the SPCR and FIP, held at the Golden Tulip Hotel in Nyamata, Bugesera. At the workshop, the morning session was devoted to the SPCR, and an afternoon session was dedicated to the FIP. The workshop was well attended by representatives from all major sectors of Rwanda's economy and governance landscape, including both policy experts, technical experts and development partners.

The mission culminated in two High Level Meetings – the first was an audience with Dr. Vincent Biruta, Hon'ble Minister of Environment of Rwanda, and the second was with Mr. Musabyimana Jean Claude, Hon'ble the Permanent Secretary of the Ministry of Land and Forestry of Rwanda. Dr. Biruta emphasized the need for the SPCR's investment programme on "Resilient Human Settlements" to be framed as "Climate Resilient Human Settlements," and to ensure that it would cover both urban and rural settlements. He impressed upon the consultants the importance of ensuring rainwater harvesting activities are included in the SPCR, not only with a focus on domestic rainwater harvesting but also rainwater harvesting for agricultural use. Dr. Biruta underscored the need to present the SPCR and IP to the Principal Secretaries (PS) Forum, and urged FONERWA and the MDBs to support resource-mobilization for the SPCR and IP at the earliest. The Permanent Secretary of the Ministry of Land and Forestry committed to follow-up the FIP process closely. He highlighted the close linkages between the SPCR and FIP processes and indicated that both Ministries (MoE & MINILAF) will continue working closely and with the guidance of MINECOFIN, will send a delegation to attend the upcoming CIF board meeting.

The mission also met with Sophie Nyirabakwiye, the Head of Unit for the Poverty and Environment Programme in UNDP. The objective of the meeting was to have discussions around resource mobilization for the SPCR and FIP. Mrs. Sophie indicated that the Ministry of Environment, in collaboration with UNDP, is planning a meeting with donors to discuss the Environment and Natural Resources priorities set out under the National Strategy for Transformation (NST) period (2018-2024). Mrs. Sophie highlighted the need to present the SPCR and IP and use this opportunity to start engaging donors. The dates of the meeting will be communicated as soon as they are confirmed.

4.0 PROGRESS TO DATE

4.1 PPCR PROGRESS

The Pegasys team has made good progress towards the completion of the SPCR in the required timeframes. The team submitted a comprehensive Zero Draft of the SPCR to FONERWA and the MDBs on September 20th. Comments from FONERWA and the MDBs on the Zero Draft were sent to Pegasys on September 25th, which were then integrated into a revised draft by September 29th, to be submitted to the SPCR External Reviewer.

Building on Rwanda's Green Growth and Climate Resilience Strategy (GGCRS) and its 14 Programmes of Action, and informed by the detailed Gaps and Needs Assessment produced earlier in the project cycle, Pegasys identified four key programme areas that have been developed into Investment Programmes. Over the course of the SPCR's development, these four Investment Programmes received input and endorsement by varied stakeholders, have been moulded in accordance with recommendations of technical experts, and have been costed at a high level with indicative, approximate costings.

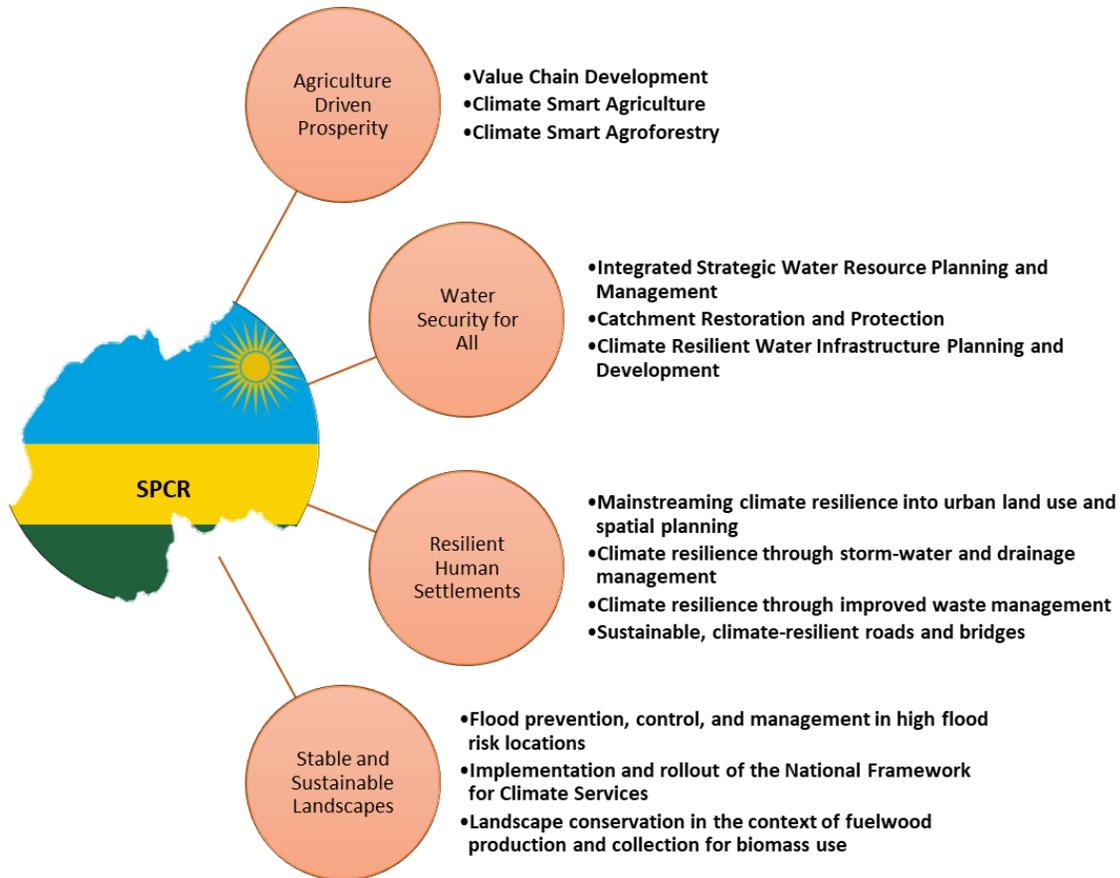
The four investment programmes are:

- Agriculture-driven Prosperity;

- Water Security for All;
- Resilient Human Settlements (to be retitled “Climate Resilient Human Settlements”); and
- Stable and Sustainable Landscapes.

Each Investment Programme has no more than 4 thematic components, and the components have been translated into concrete projects (on-the-ground activities). The SPCR thus comprises 21 proposed packages of activities at this time, which will be reduced in the following weeks through feedback by Rwandan stakeholders about prioritization.

The diagram below illustrates the SPCR’s current structure and content: four investment programmes, each with their constituent projects:



Agriculture Driven Prosperity: this investment programme aims to strengthen climate resilience in Rwanda by enhancing Rwanda’s adaptive capacity against climatic risks and hazards by improving the productivity of agriculture and livelihood subsistence farming. It comprises: (1) climate-resilient value chain development; (2) climate smart agriculture and (3) agroforestry.

Water Security for All: this investment programme aims to strengthen water resource resilience in the face of socio-economic development and climate change, through improved and integrated water resource management, effective institutions and resilient infrastructure. It comprises: (1) integrated strategic water

resource planning and management; (2) catchment restoration and protection; (3) climate resilient water infrastructure planning and development;

Resilient Human Settlements (to be renamed Climate Resilient Human Settlements): this investment programme aims to strengthening Rwanda’s adaptive capacity against anticipated impacts of climate change by enhancing human settlements’ ability to cope with climatic shocks and stressors. Reliable and adaptive infrastructure as well as service delivery builds population resilience by ensuring basic needs of households and businesses are adequately met even during extreme weather events, and by enabling urban and rural communities to engage in productive activities which in turn strengthen economic resilience. It comprises (1) mainstreaming climate resilience into urban land use planning; (2) climate resilient storm water management and drainage; (3) climate resilient waste management; (4) sustainable, integrated, resilience-building transport; and

Stable and Sustainable Landscapes: this investment programme aims to enhance Rwanda’s adaptive capacity against climatic risks and hazards by strengthening landscape based resilience, building technical and managerial capacity for the complete value-chain of climate services, and supporting communities in efforts to reduce landscape degradation and instability, thereby reducing overall disaster risk and vulnerability. It comprises (1) flood prevention, control and management in high flood risk locations; (2) implementation and rollout of Rwanda’s National Framework for Climate Services; and (3) landscape conservation in the context of fuel wood production and collection.

While the consultant team has been making good progress, the timeframe within which to deliver the final SPCR is short, and it will be imperative that the deadlines agreed upon are followed closely, by the consulting team, the expert reviewer, as well as the MDBs and FONERWA.

4.2 FIP PROGRESS

The AESA East Africa team has made good progress towards the completion of the FIP IP in the required timeframes. The team submitted a comprehensive Zero Draft of the IP to RWFA and the MDBs on September 15th. Comments from RWFA and the MDBs on the Zero Draft were sent to AESA East Africa on September 22nd. A technical committee suggested by RWFA to work on the theory of change held a meeting on September 27th. Their inputs were then integrated into a revised draft by September 29th. The revised draft was validated in the National consultation meeting on 4th October 2017. AESA East Africa was requested to integrate comments from the meeting towards development of a final draft that was submitted to the external reviewer on October 16, 2017.

The Forest Investment Plan is developed in line with the Rwanda’s Green Growth and Climate Resilience Strategy (GGCRS) Programmes of Action 12 which focuses on ecotourism conservation and PES and Action 13 which focuses on sustainable forestry, agroforestry and biomass respectively. It was informed by the Gaps and Needs Assessment produced earlier in the project cycle by AESA East Africa with guidance from AfDB, the World Bank and extensive stakeholder consultations. Accordingly, three key investment projects have been identified for further development as part of the Forest Investment Plan. FIP IP development has been shaped by inputs and endorsements received from varied stakeholders and recommendations from technical experts. The total investment proposal is US\$ 95 million.

The three investment projects with their components are:

i. Development of Agroforestry and Sustainable Agriculture

- Agroforestry for landscape stabilisation
- Value chain for Agroforestry products
- Capacity building

ii. Sustainable forest and landscape management

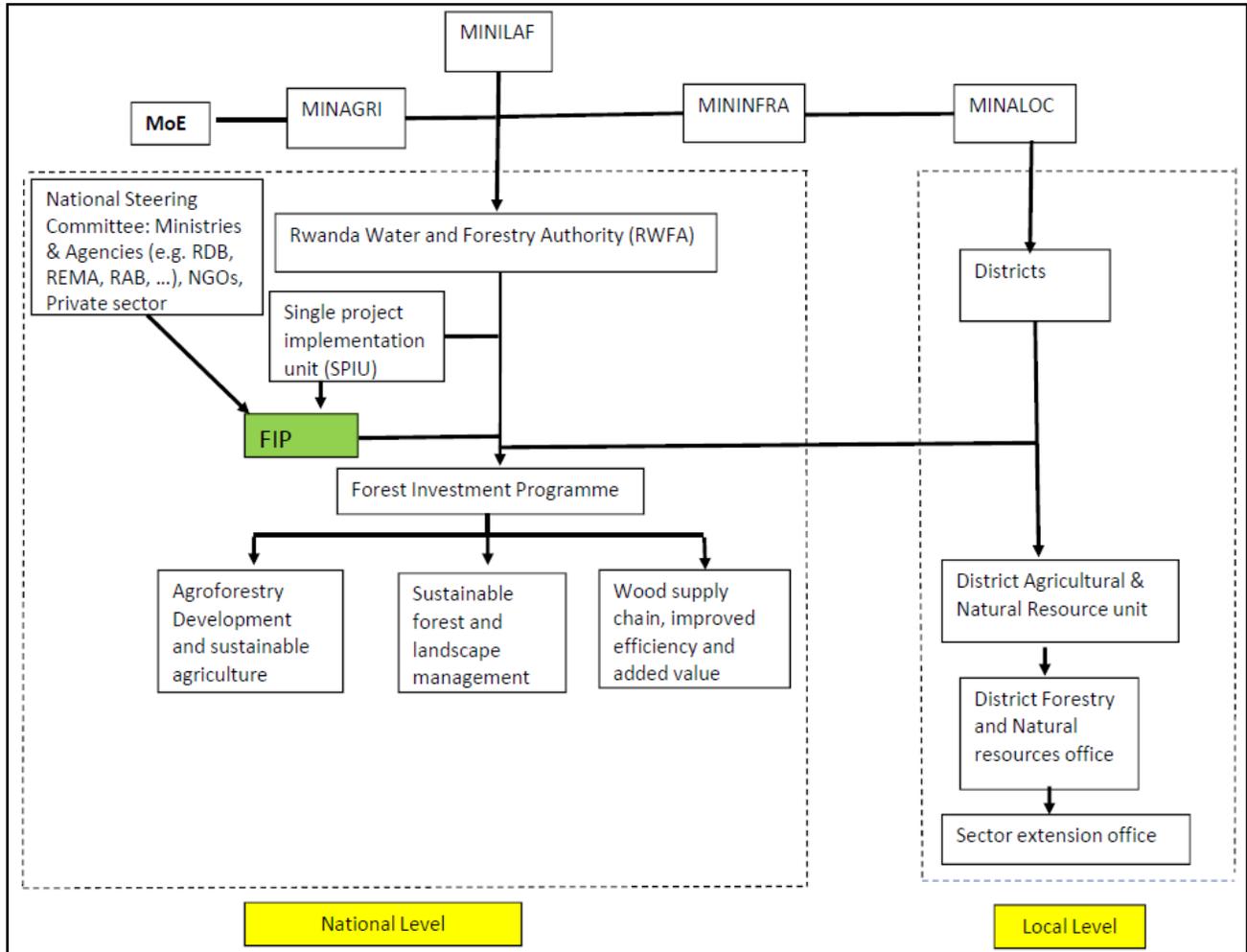
- Forest rehabilitation in public forests with interventions in surrounding land, SFM
- Capacity building

- Revenue diversification

iii. Improved efficiency in wood supply value chain

- Increased efficiency in wood use – fuel, charcoal and other processing
- Support to private sector engagement

FIP Organisation structure



The key overarching issues to be tackled are the huge imbalance in wood supply and the low productivity of trees and forests. Tackling these will result in improved economic development, better livelihoods, more employment opportunities, stable and sustainable landscapes in addition to reduced GHG emissions, and much increased carbon storage.

The proposed projects are intended to be synergistic by focusing on: (i) Agroforestry to stabilise farm land, increase soil structure and fertility and enhance farm production and income opportunities; (ii) Rehabilitation of public forests and improving private and group tree planting to improve productivity and delivery of service values; and (iii) increasing efficiency along the wood supply chain to provide rapid reduction of the wood supply gap. The first two proposed projects will be based on fine-scale land use planning and will be closely coordinated with the SPCR support for sustainable agriculture.

The three projects that comprise the Investment Proposals all have common approaches and strategies that will be applied differentially to meet the specific needs of each project.

The overall timeline for Forest Investment Plan development is four calendar months. The consultants' team has been making good progress. It is important the deadlines agreed upon are followed closely by the consulting team, the expert reviewer, as well as the MDBs and RWFA.

5. SUMMARY OF KEY ISSUES DISCUSSED DURING THE MISSION

5.1 PILOT PROGRAM FOR CLIMATE RESILIENCE

The single biggest issue that was discussed in relation to the SPCR was institutional arrangements. The SPCR needs to describe “global” institutional mechanisms for its coordination and implementation in Rwanda. The MDBs advised GoR that these high-level arrangements should be consistent with existing institutional structures in Rwanda. FONERWA provided further detail about decision-making and reporting architecture in Rwanda for climate change resilience and related environmental projects. The SPCR team arrived at a consensus on how to depict the institutional arrangements, and modified the same from the Zero Draft to the latest version.

On the Monitoring and Evaluation (M&E) results framework, the team decided that the expert reviewers comments would provide the necessary guidance for edits, but otherwise the existing content was satisfactory since it was aligned with and reflected the PPCR Results Framework and M&E toolkit.

During the National Validation Workshop, Pegasys presented the four Investment Programmes to participating stakeholders, re-acquainting them with the evolution of the four Investment Programme and the emergence of the specific projects from the Technical Working Group discussions during the last Joint Technical Mission. In addition, Pegasys facilitated four breakout group discussions with valuable assistance from group rapporteurs and moderators selected from amongst the attendees. Selected takeaways from each group are highlighted as follows:

Agriculture-Driven Prosperity

- Align program with objectives and expectations of MINIAGRI and present to Agriculture Sector Working Group for validation.
- Alignment with the NST regarding modernizing and increasing agriculture and livestock productivity
- Component 1: Needs to be relevant to climate smart value chains, cannot be solely export focussed and needs to be synergetic with SPCR. Activity 2 be Renamed to “Unlocking Barriers to Investment in Agriculture.”
- Component 2: Needs to be rolled out in the East (drought) and North-West (flooding) and then scaled up to a national level. Activity 1 needs to be coordinated with the AFI/MINAGRI National Crop Insurance Pilot and budget needs to be amended for scale-up. Activity 3 needs to be amended by potentially replacing terracing with pest management or irrigation.
- Component 3 can be merged with Component 2

Water Security for All

- Immediate priorities: Hard infrastructure and activities that can be implemented on the ground and that include productive activities.
 - recommendations over covered four Integrated Water Resources Management plans
 - catchment restoration: Upper Nyabarongo, Lower Nyabarongo, and Kivu

- climate resilient infrastructure: (i) large scale water storage (Muvumba dam); (ii) small scale water storage (in Akagera Upper, Akagera Lower, Akanvaru, and Muvumba catchments); and (iii) Household rainwater harvesting (in Akagera Upper, Akagera Lower, Akanvaru, and Muvumba Catchments)
- Deferred/Secondary priorities: Plans/Strategies/Studies
 - rest of five Integrated Water Resources Management plans
 - groundwater mapping
 - hydrological network
- Lessons from Lake Victoria Environment Management Program (LVEMP) can contribute to the design of this program due to similarities

Resilient Human Settlements [to be renamed Climate Resilient Human Settlements, in response to comments from the Hon'ble Minister]

- Component 1: Mainstreaming Climate Resilience Through Urban Land Use and Spatial Planning
 - Separate National Land Use Master Plan from the City of Kigali and Six (6) Secondary Cities
 - Focus on City of Kigali and the Six official Secondary Cities
 - Estimated Budget is \$5M for Secondary Cities only
 - Priority should be the 6 Secondary Cities. National Land Use Master Plan should be shifted to landscape since the investment program is about settlement.
- Component 2: Climate Resilience Through Storm water and Drainage Management
 - The budget should be used from pre-feasibility (where applicable) to actual implementation and the amount of money should be distributed across these 6 cities. Existing feasibility studies should be taken into account.
 - Geographic focus should be given to Musanze, Rubavu, Muhanga and Rusizi
- Component 3: Climate Resilience Through Improved Waste Management
 - Gain clarity on type of waste being considered (solid or liquid) so that the SPCR can link with existing waste management initiatives in place (e.g. AfDB plans to support 4 Secondary Cities (faecal sludge treatment plants).
 - Focus on the 2 remaining Secondary Cities with no planned faecal sludge treatment plants.
 - Pilot on transforming waste into compost for increased agricultural productivity.
- Component 4: Sustainable, Climate-Resilient Roads and Bridges
 - The detailed technical study for Nyabarongo Bridge (Mageragere side) was completed and awaiting implementation.
 - For Rwanda's District Roads, focus and priority should be given to Districts prone to flooding and landslides (e.g Musanze, Rubavu, Gakenke Nyabihu, Ngororero, and Nyamagabe)

Stable and Sustainable Landscapes

- The document should consider a component of "landscape restoration". This will include areas affected by mining and other activities as well as support to the adoption of mining best practices for landscape protection";
- The Eastern Province should be also benefit from landscape restoration and landscape conservation, actions as necessary;
- The current component 3 on "Landscape conservation in the context of fuel-wood production and collection for biomass use" should be moved to the FIP;
- Update the report part on "institutions involved". Some institutions are no longer in existence (i.e. MINIRENA, RNRA, RWFA) and new ones have been established;

- Modernization of Hydro meteorological infrastructure and services should also be included as part of the activities of Component 2. Investment costs would need to be adjusted accordingly.
- In terms of phasing and distributing projects between phases one and two of the SPCR: all components are very equally important. Components 1 and 2 can be implemented first, simultaneously or consecutively, followed by newly suggested Component 3 (on landscape restoration and mining best practices).

5.2 FORESTRY INVESTMENT PROGRAM

The mission, FONERWA and the consultancy team for FIP and SPCR held a meeting to discuss and agree on the common themes and investment activities of the two programs to ensure synergy.

The team held a meeting with the Permanent Secretary of Ministry of Lands and Forestry where progress of Forest Investment Plan development was discussed. The Ministry of Lands and Forestry provided assurance to support the program.

The focus of this meeting was to discuss the use of Investment Plans for resources mobilization. Additionally, the meeting deliberated upon the following: (i) Potential adoption of an M&E system by Government of Rwanda for synergy and resource efficiency for integrated Natural Resources, Climate change and poverty reduction prepared by UNDP with investment of USD 5 million. (ii) Orienting 6.4 million USD received by UNDP from GEF 6 for landscape and Sustainable Forestry Management towards implementation of FIP IP projects (iii) Communication of PPCR and FIP documents with donors during UNDP's quarterly meeting of donors before end of this year for the possibility of full or co-finance.

The mission met with Carlos Lietar from the Belgium Embassy as Belgium is one of the donors who support Rwanda's forestry programs. The purpose of the meeting was to seek partnership and support for FIP program. Mr. Carlos promised to submit a funding request to BTC headquarters in Belgium to support the FIP program.

The team also met with Dr Charles MUREKEZI, Director General of Agriculture Development from the MINAGRI who highlighted the need to have a high-level meeting with Director General of RWFA to ensure that agroforestry projects are aligned with MINAGRI agroforestry program, upon reception of funding for FIP.

During the National Validation Workshop which was held on 4th October 2017, the FIP team made a brief presentation covering overview of the Forest Investment Programme, Rwanda R-PP, Drivers & Effects of Forest Loss and Degradation and updates of stakeholder concerns. Key technical challenges and proposed overarching strategy on local coherence, engaging rural people, and improved interventions were discussed. The FIP team proposed concept notes on (i) agroforestry and sustainable agriculture and (ii) sustainable forest and landscape management.

The FIP investment plan was validated after a thorough discussion and assurance that FIP consultants will integrate recommendations into the draft report. The discussion conferred upon following key points:

- The report should show a linkage between the FIP and the SPCR. For example, the SPCR has a priority area of stable landscapes while FIP has an activity supporting landscape restoration. It is necessary that the FIP outlines its specific target areas and identifies which of the other landscape restoration activities will be implemented under the SPCR.
- The institutional arrangement should be clarified. There is a need for a specific organogram for the implementation of the three FIP projects. This FIP organogram must show the implementation of each of the projects and illustrate the participants (with details like leading institution and steering

committee) in each project. It is also necessary to show how FIP links with other institutions like RAB and MINAGRI or other programs like the SPCR.

- The supply and demand gap for wood products in the country is the main driver of deforestation and forest degradation. Hence there is a need to show how the biomass strategy seeks to reduce biomass consumption to reduce demand for wood products.
- The FIP should show that a detailed land use plan is needed before each of the FIP projects is implemented. This should have a clear land delimitation to indicate land use areas for specific activities including agroforestry and woodlots.
- The participation of the private sector needs to be strongly illustrated and should be enhanced. Lease of private forests and support of management of private forests need to be given a priority.
- In areas covered by both the SPCR and the FIP, the implementation project should determine the budget for their specific activities. However, a disparity in their budget proposals should be harmonized.
- It was also recommended to align FIP with successful initiatives on the ground, including World Bank's GEF/LDCF Project on a "Landscapes Approach to Forest Restoration and Conservation (LAFREC).

5.3 SPCR AND FIP ALIGNMENT

The SPCR and the FIP are being formulated in parallel as forestry and agroforestry are important channels for strengthening climate resilience. The MDBs and GoR have emphasized the importance of finding projects that are complementary or even shared.

In the final stages of the development of the SPCR and the FIP, it has been agreed that both documents will reference the other and highlight linkages with the other wherever they may exist. In addition, two specific SPCR components and the projects they subsume will be moved in entirety into the FIP, and the SPCR will direct readers to examine those two specific projects under the FIP. These are: (i) Agroforestry (linked to the SPCR's "Agriculture-Driven Prosperity" Investment Programme); and (ii) Sustainable Fuelwood Production and Management (linked to the SPCR's "Stable and Sustainable Landscapes" Investment Programme).

Other areas of the SPCR also complement the FIP, and the documents will suggest that such projects be implemented in tandem or in close coordination with one another, possibly to be scoped and funded as a package. These include a tree planning element within the SPCR's catchment restoration project, and another afforestation element in the SPCR's integrated flood risk management project. In these cases, the majority of the project will be costed and implemented through the SPCR, but the specific tree-planting or afforestation element will be costed and included in the FIP.

5.4 SPCR AND FIP ALIGNMENT WITH NATIONAL STRATEGIES AND POLICIES

Rwanda already has a strong set of strategies and plans that are relevant across the development and climate resilience sector. These include the Green Growth and Climate Resilience Strategy (GGCRS), Vision 2050, the National Strategy for Transformation (to take the place of the third Economic Development and Poverty Reduction Strategy), the Plan for the Transformation of Agriculture (PSTA IV), the Draft Agroforestry Strategy, and others. It has been emphasized that the SPCR and the FIP should not seek to replace these strategies but to complement them. The two consultants (SPCR, FIP) have been taking account of the national plans, including the very latest developments under the still-evolving National Strategy for Transformation, and are making every effort to ensure the SPCR and FIP reflect Rwanda's national priorities, whilst at the same time endeavoring to avoid duplication with national plans and budgets.

5.5 RESOURCE MOBILIZATION STRATEGY AND POLICY ALIGNMENT

FONERWA, the World Bank and Africa Development Bank agreed on developing a common, resource mobilization plan for the SPCR and IP investment plans. Key aspects of the resource mobilization strategy are:

- Alignment with ongoing policy processes and government plans, including Vision 2050, Rwanda's NDC and global SDGs. Climate change is one of the key themes under IDA 18 and ADF14. FONERWA will discuss with MINECOFIN the option to request IDA and AfDB resources for piloting specific priorities arising from the SPCR.
- Rwanda and the MDBs should mobilize resources from multiple sources, including funding from MDBs, GCF, GEF, bilateral agencies and private sector. Furthermore, each investment plan (SPCR, IP) to develop project concept notes in priority areas to seek financing from these different sources.
- The SPCR and IP document will be followed by a resource mobilization effort by the MDBs and FONERWA. They will organize consultations meeting with donors and private companies on the SPCR and IP investment projects in anticipation of SPCR and IP approval by the CIF.
- The African Development Bank is interested in developing an *Agroforestry and Sustainable Agriculture Project* combining a package of activities from SPCR and IP to be co-financed by AfDB and the Green Climate Fund (GCF).
- The World Bank is committed to support the preparation of SPCR priority projects to be co-financed by multiple sources, including the Global Environmental Facility (round 7) and other donors. This also aligns with the IDA 18 focus on climate change resilience and adaptation. A meeting with the GEF focal point took place during the mission.
- FONERWA will work under the guidance and therefore closely with MINECOFIN in crafting a Resource Mobilization Strategy.

The need to engage the private sector has emerged as a strong theme through the discussions that were held during the Mission. On the whole, climate change adaptation does not offer extremely attractive investment options for the private sector. However, both the SPCR and FIP are trying to identify projects that could leverage private sector finance. For instance, private sector initiatives could be linked to the development of value chains in agriculture and forestry.

5.6 MISSION CONCLUSIONS

The mission was a definitive step towards the completion of the SPCR and IP resulting from the PPCR and FIP processes respectively. National level stakeholders provided positive feedback and validation for the SPCR and its four Investment Programmes (with some minor suggested changes), and also gave a green light for the FIP and its investment areas.

The GoR and relevant agencies are engaged, and provided constructive guidance that will support the completion of the SPCR and FIP. Both investment plans have significant potential to advance climate change resilience in Rwanda, mainstream resilience into government programmes and investments, and to mobilize new and additional financial resources.

5.7 AGREED ACTIONS AND NEXT STEPS

It is recognised that the deadline for the submission of the SPCR and FIP are exceedingly short. Therefore, a schedule has been agreed, and it is imperative that there are no major deviations from this schedule if the SPCR and FIP are submitted on time, and at a standard that meets the ambition of the MDBs and the GoR.

Date	Agreed Actions	Responsibility
SPCR		
30 October, 2017	Final SPCR to be shared with Hon'ble Minister of Environment, Rwanda	FONERWA
November 1st 2017	Final SPCR to be submitted to CIF PPCR Board	MDBs, FONERWA
FIP		
30 October 2017	Receive external reviewer's comments	MDBs, RWFA
8 November 2017	Submit finally revised version	FIP Consultants
11 November 2017	Submission of FIP IP to CIF	MDBs, RWFA
13 December 2017	Presentation of FIP IP to the FIP Sub-committee meeting	Government of Rwanda

ANNEX 1: MISSION AGENDA

Date and Day	Morning / Afternoon	Proposed Activity	Responsibility
Monday, October 2nd	Morning/afternoon	Arrival in Kigali	MDBs, Consultants
Tuesday, October 3rd	Morning	Planning meeting to discuss: <ul style="list-style-type: none"> - harmonization of PPCR/FIP - Prioritization of programs, projects etc. - Agenda and structure of National Validation Workshop 	MINECOFIN, FONERWA, RWFA, MDBs, Consultants
	Afternoon	Clarification of institutional arrangements for SPCR and semantics about SPCR terminology	FONERWA
Wednesday, October 4th	Morning	Validation of SPCR at National Workshop	FONERWA, MDBs and Consultants
	Afternoon	Validation of FIP at National Workshop	FONERWA, MDBs and Consultants
Thursday, October 5th	Morning	Presentation of SPCR and FIP to Ministers and Senior Management	FONERWA, MDBs and Consultants
	Afternoon	SPCR and FIP consultant team meeting for alignment	Consultants
	Evening	SPCR and FIP wrap-up meeting	FONERWA, MDBs, and Consultants
Friday, October 6th	Morning		

ANNEX 2: AGENDA FOR NATIONAL VALIDATION WORKSHOP

Hotel Golden Tulip, Nyamata, Bugesera

Session Time	Session Content	Lead Presenter(s)
8:30 am – 9:00 am	Arrivals and registration	All
9:00 am – 9:30 am	Opening remarks on CIF processes in Rwanda	Alex Mulisa (FONERWA)
9:30 am – 9:45 am	SPCR process and consultation timeline	Shravya Reddy (Pegasys)
9:45 am – 10:00 am	Evolution of investment areas of SPCR; overview of SPCR institutional arrangements	Nura Suleiman (Pegasys)
10:00 am – 10:15 am	Investment Programmes One and Two	Nura Suleiman (Pegasys)
10:15 am – 10:30 am	Investment Programmes Three and Four	Shravya Reddy (Pegasys)
10:30 am – 11:00 am	Questions and Answers / Comments	Moderated by FONERWA
11:00 am – 11:15 am	Tea / Coffee Break	All
11:15 am – 11:30 am	Briefing about breakout group discussions	Pegasys
11:30 am – 12:15 pm	Breakout group discussions about regional recommendations and SPCR project phasing	Moderated by table rapporteurs
12:15 pm – 12:30 pm	Report-back to plenary	Table rapporteurs
12:30 pm – 1:00 pm	Buffer for delays and additional comments	
1:00 pm	Lunch	All
2:00 pm – 2:45 pm	FIP presentation	Consultant
2:45 pm – 3:30 pm	Discussion	All
3:30 pm – 4:15 pm	Group Discussion	
4:15 pm – 4:35 pm	Plenary session	Alex, GARBA & Pablo
4:35 pm – 5:00 pm	Closing remarks	
5:05 pm	Departure	All

ANNEX 3: PARTICIPANTS IN NATIONAL VALIDATION WORKSHOP

No.	Names	Institution	Position	Email	Phone Number
1	Jacques Peeters	BTC-FMBC	ITA		0727189540
2	Patrick Mugabo	REMA	CC Adaptation	pmugabo@rema.gov.rw	0788800038
3	Emmanuel Muligirwa	WB	Environmental Specialist	emuligirwa@worldbank.org	0788319132
4	Ndamage Jean	ARCOS	Conservation development strategic Advisor	indamage@arcosnetwork.org	0788533043
5	Mihigo Augustin	RWFA	DFIMU	amihigo2001@yahoo.fr	0783017896
6	Musoke Francis	IVCN	Program Manager	Francis.musoke@ivcn.org	0783254624
7	Jean Claude Mutabazi	MINILAF	Forest Specialist	Claude.mutabazi@minilaf.gov.rw	0788570911
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